

1974

# Nova University Graduate Program in Public Administration 1974

Nova University

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NOVA UNIVERSITY ARCHIVES

# **Nova University Graduate Program In Public Administration**

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**A Prospectus—1974**

**A nationwide in-career executive leadership program designed especially for those experienced in public management who wish to earn an advanced degree (MPA or DPA) without interrupting their professional careers. Study centers are being organized throughout the country.**

## Board of Advisors

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## Program Direction

Samuel Humes, Director

Fred Tickner, Associate Director for Administration

George A. Graham, Associate Director for Academic Affairs

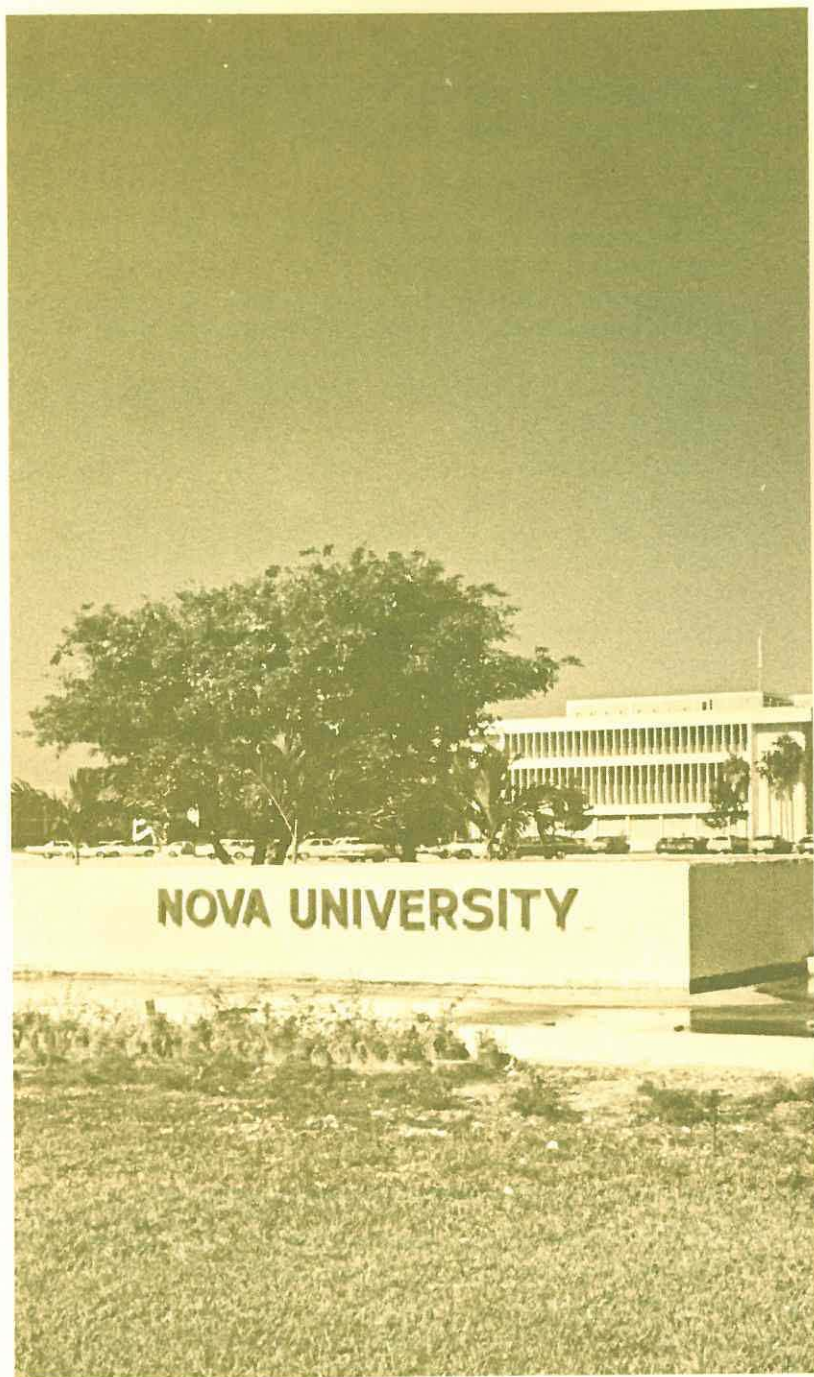
## Contents

The Nova Graduate Program in Public Administration has the following distinctive highlights:

### Page

- 1 It has been designed especially FOR PRACTICING ADMINISTRATORS who wish to develop a broader management perspective in dealing with the complex issues of a changing and increasingly urbanized society.
- 2 A principal feature of the nationwide program is the cluster or study group. STUDY GROUPS LOCATED THROUGHOUT THE COUNTRY bring the university to the practitioners.
- 3 The Program relates study to work with several INNOVATIVE STUDY-WHILE-YOU-WORK FEATURES including written on-the-job reports and curriculum statements which serve as study guides.
- 4 To ensure the relevance of the curriculum the PROGRAM OF STUDY focuses on the major roles of public management leadership.
- 8 In the Nova Program most class sessions are concentrated in a series of TWO-DAY INTENSIVE DISCUSSION SESSIONS.
- 10 There will be annual week-long NATIONAL WORKSHOPS in Fort Lauderdale providing a series of seminars in various program specialties in the field of public administration.
- 10 In the program Nova will utilize ACADEMIC LEADERSHIP drawn from all parts of the country; these leaders will promote and guide discussions rather than lecture.
- 11 The rigorous DEGREE REQUIREMENTS are an expression of the desire for broad perspective on the part of the participants, a synthesis of their experience and a high quality of performance throughout the program.
- 12 The basic requirement for ADMISSION to the program is that the applicant hold a public management post.
- 13 TUITION for the two-year program is \$2,000 per year for DPA candidates; \$1,750 for MPA candidates.
- 14 NOVA UNIVERSITY was chartered in 1964 as a non-profit private university. It was accredited in 1971 by the Southern Association of Colleges and Schools as a graduate university.





## **A Program for Practicing Public Administrators**

Nova University is introducing a nationwide management leadership program for career administrators leading to graduate degrees in public administration. It provides practitioners an opportunity to develop a broader management perspective and a greater understanding of administrative techniques. It enables experienced public administrators to earn advanced management degrees (Master of Public Administration or Doctor of Public Administration) without interrupting their professional careers.

The Program is designed for administrators in public and community service in national, state and local government and paragonovernmental agencies. It is intended for management staff in such activities as public health, public safety, public works, the military services, housing and welfare, as well as finance, planning, personnel and law. Elected officials and business and union leaders engaged in public affairs may also enroll.

The inception of the program reflects a sense of urgency in coping with the increasing complexities of public management and a creative approach to institutional change. Executive development in public administration adds strength to the capacity of national, state and local institutions to meet the problems of a changing and increasingly urbanized society.

The growing complexity of public life increases the need for qualified administrators, whose education, experience and perspective transcend the specialist viewpoint. Urban growth, rising expectations, increased mobility, the "knowledge explosion" and other factors generate rapid change throughout modern society. In consequence a wide array of complex issues confronts government. Administrators must deal with the design and implementation of services, assess priorities and make maximum use of limited resources. Nowadays public tasks require the skill of specialists and the insight of generalists.

The modern administrator must understand human behavior and community reaction to social change. He must deal competently with numbers, computers and various management information techniques.



He must enrich political procedures with mature judgment based on comprehensive analysis. He must make management more realistic by explicit comparison of effectiveness and costs in the development of programs. He must fully understand the political setting and policy objectives of public affairs as well as the techniques of public administration.

In the future, public administrators will require even greater understanding of political power, program policy and the basic techniques of administrative analysis. With such understanding the individual will perform more effectively and with more professional confidence as his career develops. The professional specialist in engineering, public health or social work, and the general administrator in staff services must develop a broader public management perspective—as has been emphasized by several recent studies and reports.

Capacity for leadership may be endowed partly by nature, but knowledge, wisdom and skill to make leadership constructive and effective must be consciously acquired through education as well as experience. The Nova University Program in Public Administration aims to meet public administrators' needs by being fundamentally informative, intellectually provocative, pragmatically relevant and conveniently located and scheduled. It utilizes the experience of the traditional university, the university-without-walls and the executive seminar (as well as the Nova Ed.D. Program) to develop a management leadership program which leads to a graduate degree. It seeks to involve the individual participant, to expand his capacity on the basis of his own experience, interests and needs. It develops the perspective and competence of the new generalist who must integrate a variety of specializations in the development and implementation of the overall policies of government. It is sufficiently flexible to enable individual participants to emphasize specific problems with which they are involved.

## **Study Groups Located Throughout the Country**

A principal feature of the nationwide program is the cluster or study group, located through the country, bringing the university to the practitioner. Participants meet at conveniently located sites. Each cluster consists of 30 to 40 participants (divided into two sections) who go through the entire program together, developing a close working relationship to which all contribute and from which all benefit. This method of study will tap the talent among the participants, bringing this talent to bear individually and collectively on the work of the group as a whole. Study groups may be formed at any time; they are not tied to an academic year.

## **Innovative Study-While-You-Work Features**

With experienced administrators the program must relate study closely to work. Theoretical concepts must be seen in the context of the varied administrative experiences of members of the group. Both concept and practice must be reflected in the preparation of studies and reports. With experienced participants this balance of theory and practice will enlarge their perspective and increase their knowledge as discussion proceeds, so that the group itself will provide a laboratory for the observation and application of concepts of public administration.

In order to relate concepts with practice, written studies will be required. A written study is a project in which the participant deals with a problem actually encountered in his working environment. In presenting it he must relate the working situation to the appropriate concepts learned in the course of study. This enables participants to focus attention, and receive advice and assistance, on topics for which they have a special interest and it provides study material which could be used in other clusters after being refined by test and discussion in the originating cluster.

All participants are required to prepare two written studies: one, a problem case study; the other, an on-the-job report/dissertation. The DPA dissertation must be a report, using sophisticated techniques to analyze a significant administrative problem and must propose program and organizational recommendations and assess possibilities of implementation.

The program stresses the need for intense prior preparation by the candidates through individual study. This will involve a thorough familiarity with assigned readings. Preparation time will vary according to participants' prior backgrounds in specific fields, their power of concentration and their ability to read rapidly and selectively.

To facilitate individual study, a statement of approximately 30 pages will be issued for each of the program components. Each statement will introduce pertinent issues with reference to selected articles and available literature on the subject. The statements are not textbooks; they will focus the attention of the participants on the principal concepts involved.

Publications which are required reading will also be provided for each participant in order to facilitate individual study. Based on these readings each participant will prepare a short commentary in which he indicates his reactions and states, from his own experience, what he

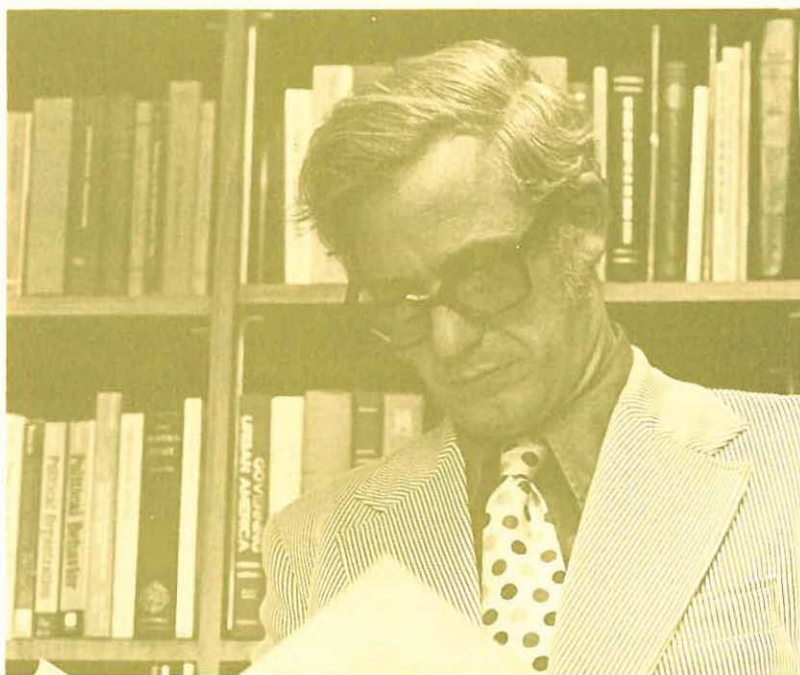


believes to be the principal issues to be discussed. This commentary (with a one-page summary) is required in advance of each monthly meeting.

The use of problem case studies provides opportunities to relate the specific problems facing the administrator to general knowledge and methods derived from accumulated experience. Case studies relate concepts to practice and also show the variety of possible points of view, the value of working cooperation, and the real confidence which is engendered by thorough understanding of the matters at issue. Case studies prepared by participants from their own experience will add to the reality of the group discussions.

## **The Program of Study**

The program aims at developing the capacity of public administrators for leadership in general management. The Master of Public Administration (MPA) part of the program is primarily concerned with the problems involved in the practice of public administration in its political environment and is designed for those primarily concerned with the general operation and development of governmental programs and administrative systems. In addition, the Doctor of Public Administration (DPA) part provides an opportunity for candidates to undertake



additional study to furnish them with a broader perspective, greater depth in selected areas and an increased capacity for applied research and for the use of analytical techniques. It is designed for those concerned with the format and direction of intensive research and investigation of public policy and systems. The program as a whole assists the participants in enhancing their capacity for leadership in the management of governmental affairs by developing their understanding of new and continuing perspectives of public administration and their capacity to apply these concepts effectively in working situations.

The focus of the program of study is to improve administrators' comprehension of various roles in the processes of government. Emphasis is placed on problem-solving and decision-making through the consideration of actual problems and the application of new and effective concepts. The intent is to emphasize "why," "who," and "what" as well as "how," since public administration involves environment, institutions and objectives as well as resources and techniques.

This requires an understanding of the various functions of federal, state, local and paragonovernmental administrators as leaders in management and their impact on the various communities which constitute modern society. It determines the sequences of study listed on the following two pages. Each of these sequences requires three months of study.

The program emphasizes an interdisciplinary approach which covers areas of interest rather than individual courses in distinct disciplines. It deals with federal, state and local government, personnel management, political theory, organization and administration, public finance, problem analysis, policy formulation, in-service training and the testing and evaluation of performance—although not necessarily in the conventional context. Such disciplines as political philosophy, history, statistics, economics, sociology, psychology and law will be introduced insofar as they relate to the operation of public affairs.

The program synthesizes available information and understanding of public administration into a cohesive curriculum, directly relevant to enhancing the capacity of the general administrator to meet his problems competently and to reach sound and sophisticated decisions. Its components are integrated and have a cumulative impact. It represents the basic core of knowledge and skills which are particularly useful for public management officials. They must be able to create, develop, use and evaluate complex organizational procedures. They must function effectively within the political system. They must provide effective leadership and they must formulate sound public policies and gain acceptance by competent execution.



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The **MPA** candidates will undertake the following six sequences.

### **Political Partner**

To develop a perception of the political and pluralist nature of government in the national society and its components at state and local levels:

- The Complex of National, State and Local Institutions (Executive, Legislative and Judicial)
- Basic Doctrine, Persistent Political Images and Prevailing Public Moods Affecting Administration
- Communities, Interests and Parties

### **Information User**

To provide the administrator with an understanding of the necessary skill, in research and evaluation, for his role as a utilizer of information:

- Information Models and Their Uses
- Techniques of Data Analysis
- Techniques of Data Collection

### **Policy Formulator**

To provide a conspectus of the major domestic services:

- Environmental and Economic Development Services
- Social and Human Services
- Protective Services

### **Organization Coordinator**

To increase the understanding of the administrative system and the behavior of those working within it:

- Organization Principles and Management Practices
- Administrative Responsibility and Ethics
- Group Dynamics and Interpersonal Skills

### **Resource Mobilizer**

To enhance the appreciation of resources available to the administrator:

- Authority, Power and Administrative Law
- Funding and Finance Administration
- Staffing and Personnel Management

### **Program Mover**

To consider the process and means used to accomplish management objectives:

- Planning and Program Development
- Resource Allocation and Budgeting
- Performance Measurement and Control



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The **DPA** candidates will undertake eight sequences: the six prescribed for the **MPA** candidates and two additional ones.

### **Research and Development Director**

To develop an understanding of the formulation and organization building for research and development programs and of the evaluation and projection of the consequences of such programs:

- Research Program Formulation and Organization Building
- Development Program Formulation and Organization Building
- Research and Development Evaluation; Progress and Consequences

### **Systems Changer**

To evaluate the system of administration in a given area of the United States against comparable areas in other countries, to appreciate the impact of culture on administrative concepts and practices and to perceive alternate strategies and tactics in that area of the United States:

- National and State
- Urban-Metropolitan
- Strategy and Tactics of Continuity and Change

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In addition to the sequence work, all **MPA** and **DPA** program candidates will undertake the following:

### **National Workshops**

Attendance at National Workshops is an integral part of the program. Details are to be found on page 10. Specialist groups will study specialized subject fields from the various aspects of the foregoing study sequences.

### **Written Studies**

Written studies are required in the course of the program. These are explained on page 3.

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## Two-Day Intensive Discussion Sessions

In the Nova Program most class sessions are concentrated in a series of monthly two-day meetings (generally Friday and Saturday). This approach provides opportunities for a variety of educational techniques. Its principal advantage is the continuity of concentration on the issues specifically under consideration. This will be continued by informal out-of-class discussion among faculty and participants, at meals and in after-class sessions. It decreases travel time to and from sessions and reduces inroads into the working time of the participants.

In order to increase the productivity of the two-day seminars, mid-monthly meetings will be scheduled. These provide opportunities for interested participants to raise questions with the local program director and to discuss issues with fellow participants. These less formal sessions will also provide opportunities to improve preparation for the monthly sessions.

Theory and practice will be related by placing emphasis on discussion among participants, rather than by lectures. The role of the faculty is to promote this discussion based on the participants' experiences and on local situations which have actually arisen. Participants will learn more from a stimulating group analysis than from a lecture. A special effort is thus made to bridge the gap between the world of the practitioner and the world of the scholar. To achieve this each participant will be required to prepare a short commentary based on assigned reading indicating the concepts and issues which to him appear most pertinent in the context of experience. These commentaries will be used as the basis for seminar discussions. Participants who are particularly qualified in specific areas will be given opportunities to make special contributions to the seminar sessions.



The following is a typical schedule for one of the two-day intensive sessions:

First Day	Section A	Section B
8:30 am	Coffee	
9:00-10:30 am	National Presentation I	Local Presentation A
10:30 am	Coffee	
10:45-12:15 pm	Local Presentation A	National Presentation I
12:30-2:30 pm	Sandwich lunch followed by colloquium with invited practitioners and academic guests	
2:45 pm	National Presentation II	Local Presentation B
4:15 pm	Coffee	
4:30-6:00 pm	Local Presentation B	National Presentation II
7:00 pm	Dinner—rap session with preceptors	
8:00-9:30 pm	Colloquium with selected participants	
Second Day		
8:00 am	Continental Breakfast	
8:30-10:00 am	National Presentation III	Local Presentation C
10:00 am	Coffee	
10:15-11:45 am	Local Presentation C	National Presentation III
12:00 noon	Sandwich lunch—rap session with preceptors	
1:00-2:30 pm	Preview and Class Management	
2:30-6:30 pm	Consultation	

National presentations will be the responsibility of the visiting preceptor.

Local presentations will be the responsibility of the local program director; a local expert or specifically qualified participant may be designated to lead specific sessions. At least one session will be devoted to case study considerations, generally chaired by selected participants on a rotating basis.



## **National Workshops**

There will be annual ten-day National Workshops in Fort Lauderdale. They will establish national relationships between participants and assist in developing a broader perspective among administrators. They will provide a series of seminars in various fields of administration, such as public health, social welfare, regulatory agencies, police administration or general municipal administration. They will operate through specialist groups in which emphasis will be placed on the relationships among the political setting, factual data, organizational context, resources and administrative difficulties. Each candidate must participate in one Workshop. Before and after the National Workshop there will be scheduled opportunities for participants to make up work which is still incomplete.

## **Academic Leadership**

The plan of study makes it possible to utilize career academics and public officials from all parts of the country. Their role is to promote and guide discussion rather than to lecture. The program will be served by visiting preceptors and local program directors. The local program directors provide continuity in the study groups, ensuring that general principles are related to the local situation, that individual participants receive appropriate advice and assistance and that the necessary administrative arrangements are not overlooked. They convene the monthly and mid-monthly meetings, control the study group budget, work directly with the participants, the local advisory committee and Nova University in adjusting the program to the specific needs of the area.

The visiting preceptors are persons of the highest possible quality in terms of their knowledge of subject matter and instructional skill. Whether academicians or administrators, they not only understand the basic concepts in the context of the practice of administration, but are also skilled in the art of stimulating and guiding participant discussion.

## Degree Requirements

The rigorous degree requirements are an expression of the desire for a broad perspective and commonality of experience to be shared by Nova University public administration graduates. The more traditional system of courses and credits has been avoided in order to emphasize the integrated nature of management leadership and to promote the contribution of the participants. A common program of study will be maintained, but opportunities are provided to vary the content—both in discussion and written work. This approach and the integrated nature of the program of study makes it essential for each member of the group to participate fully in every sequence.

Experiments will be made with a variety of means of assessment. Their purpose will be to enhance the motivation for study and a means to insure rigorous standards. Examinations will be open-book and based on the life-work situation. The program thus avoids the usual university pattern of tests and grades, but it must maintain high standards of learning as well as a continuing opportunity to evaluate the progress of participants. There will be continuous practical evaluation by means of: monthly commentaries, the contribution of the participants at monthly two-day seminars, sequence-end assessments, written studies and a final comprehensive assessment. The quality of this final assessment will be examined by independent external examiners.

Evaluation will be primarily analytical and will be embodied in a succinct statement of the individual's demonstrated strength and accomplishments, present weaknesses and suggestions for growth and development. The periodic ratings will indicate whether the progress is outstanding, satisfactory, marginal or unsatisfactory.

The Certificate of Public Administration will be awarded to those who meet the minimum quantitative requirements of the program but the quality of whose work does not meet the standards for a degree.

The MPA will be awarded to those who complete the six MPA sequences, a National Workshop, a case study and an on-the-job report/dissertation and whose overall work is satisfactory or better.

The DPA will be awarded to those who complete the eight DPA sequences, a National Workshop, a case study and an on-the-job dissertation and whose work is of high quality.

The MPA program will require 18 months of work over two years. The DPA sequence work will require 24 months. The completion of the dissertation will generally require additional time.



## Admission

In order to be eligible for admission, applicants are expected to be willing and able to cope effectively with provocative issues, to undertake independent professional study and intellectual development, to undertake rigorous study in addition to the demands of their work, and to have a strong concern for public service. Among the criteria for selection are: ability to do graduate work, likelihood of making valuable contribution to the clusters, and ability and willingness to make a positive long-term commitment to a demanding academic effort. The program requires continuity and full participation on the part of each participant and those who cannot fulfill this requirement should not apply.

The basic requirement for admission is that the applicant hold an administrative or management post in public or community service. The applicant shall have pursued a professional career which demonstrates a commitment to public service, as well as a capacity for taking responsibilities and an ability to apply new knowledge and skills in the administration of public affairs. The applicant should have a potential for continued professional growth.

A second basic requirement is a bachelor's degree from an accredited institution. In exceptional cases candidates will be accepted on the basis of demonstrated experience and professional competence, even without formal academic qualification. Those who have graduate degrees or the equivalent as well as several years' experience as senior administrators may be admitted as candidates for the DPA degree. (Since there are no electives in this integrated program, it follows that it is not possible to grant credit which could exempt candidates from specific portions of the program.)

The program presupposes an academic background which includes at least introductory college courses in social sciences, mathematics and English or equivalent competency in each of these areas. Those with insufficient preparation for the graduate program, who otherwise show major promise, may be tentatively admitted on the condition that they overcome the deficiency through non-degree course work or independent study.

Nova University recognizes the difficulty of assessing the intellectual competence of career administrators by academic backgrounds. Therefore stress is placed on recommendations rather than on university records. The applicant will arrange to have letters of recommendation forwarded directly to Nova University from three persons, one of whom



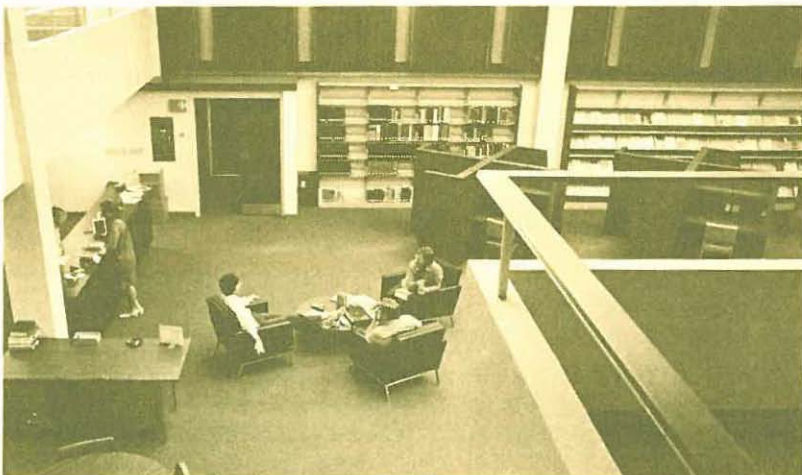
must be the candidate's immediate superior. The candidate should also arrange to have transcripts of his academic record forwarded directly to Nova University.

A corollary of the relatively more flexible admissions policy is that greater emphasis is placed on the applicant to determine and demonstrate his capacity for meeting the demands of a rigorous academic program as well as a demanding job.

## Tuition

A \$200 deposit and a \$25 non-refundable processing fee are required with the application form. Tuition for the graduate program is \$1,750 per study year for MPA participants and \$2,000 per year for DPA candidates, due at the time of acceptance and payable no later than the first regular two-day meeting of the cluster. Those making payment after the first regular meeting (following the orientation meeting) of their cluster will be subject to an additional \$100 late payment charge. Included in the tuition cost is the provision of curriculum statements and study publications. Travel and living costs for the weekend sessions and the National Workshop are additional expenditures. Those candidates who need to continue beyond the second year for the completion of their dissertation will be required to pay an additional \$500 each year.

Participants in the program are eligible for federally insured loans. The program has been approved for Veterans Administration Education Assistance Allowance. It is expected that most employers will provide tuition assistance or reimbursement. Some employers will use Intergovernmental Personnel Act funds for this purpose.



## **Nova University**

Nova University was chartered in 1964 and has been accredited by the Southern Association of Colleges and Schools as a graduate university. It is nonprofit, nonsectarian and nondiscriminatory. It offers the Ph.D in Behavioral Sciences. Life Sciences and Oceanography; the Ed.D. Program for elementary and secondary school administrators and community college faculty; and master's degrees in counseling and guidance, early childhood education and instructional systems.

For further information regarding the Nova program and application forms write the Director of the Graduate Program in Public Administration. Nova University, 3301 College Avenue, Fort Lauderdale, Florida 33314 or phone (305) 587-6660.

Nova University is independent, nonsectarian, non-profit and racially nondiscriminatory.

## Academic Leadership

Don T. Allensworth, author of several books on American government and a consultant with several civic, planning and governmental organizations.

Dewitt Armstrong III, Major-General, United States Army, retired.

Richard L. Bowers, Director, Neighborhood Improvement Mechanism, Department of Housing and Urban Development, Jacksonville, Florida.

William G. Colman, former executive Director of the Advisory Commission on Intergovernmental Relations, a consultant with several local, state and federal agencies.

John M. DeGrove, Director of the Joint Center for Environmental and Urban Studies and Professor of Government, Florida Atlantic University.

Alan L. Dean, recently retired from the federal service, Special Advisor to the Undersecretary, Department of Health, Education and Welfare.

Lyle C. Fitch, President of the Institute of Public Administration, New York City and author of several publications.

Edward S. Flash, Jr., Associate Professor, Graduate School of Business and Public Administration, Cornell University.

Ezra Glaser, consultant in the application of quantitative methods and Assistant Commissioner of the Patent Office.

George A. Graham, Associate Director of the Nova University Graduate Program in Public Administration; former President of the National Academy of Public Administration.

Samuel Humes, Director of the Nova University Graduate Program in Public Administration, former faculty member of the University of Pittsburgh, The George Washington University and the University of Pennsylvania, and former executive director of the Metropolitan Washington Council of Governments.

F. Thomas Kain, City Manager, City of Hollywood, Florida.

Edward A. Kieloch, former career executive in the federal government and program advisor in public administration with the Ford Foundation.

John Lederle, Professor of Political Science and former President of the University of Massachusetts.

Albert A. Mavrinac, Chairman, Department of Political Science, Colby College, Waterville, Maine.

Geraint Parry, Senior Lecturer, University of Manchester, England.

Richard L. Seggel, Associate Director for Administration, National Institutes of Health.

Merrill Schauers, Psychology Department, Henderson Clinic.

Eldon Sweezy, Institute of Public Administration, New York City.

Morton Tenzer, Director of the Institute of Urban Research at the University of Connecticut.

Fred J. Tickner, Associate Director of the Nova University Graduate Program in Public Administration. Former Dean of The Graduate School of Public Affairs, State University of New York, at Albany.

This provisional list indicates some of those who have indicated a willingness to assist Nova University in the development of its Graduate Program in Public Administration as preceptors and in other associated capacities.



**Nova University Graduate Program  
in Public Administration  
3301 College Avenue  
Fort Lauderdale, Florida 33314  
305 587-6660**